

Internal Revenue Service

Employee Satisfaction

Working to Put Service First

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- Employee Satisfaction
- Customer Satisfaction
- Business Results

SURVEY2001 TIMELINE

Take SURVEY2001:

April 16-May 25

Submission Processing:

April 2-May 25

Report Results:

Mid-July

Analyze results and take action:

By September 15, initial workgroup meetings and as needed throughout the year.

Make Commitments:

By September 28 include commitments to improve Employee Satisfaction on Performance Management Plans.



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SURVEY2001: Building on SURVEY2000 Results

WHAT IS NEW FOR SURVEY2001

SURVEY2001 Is Shorter And Simpler

Due to your input, SURVEY2001 is...

- About 50% shorter and is faster to complete.
- Focused on items workgroups can improve.

The results for SURVEY2001 can be compared with previous employee satisfaction surveys and have direct links to customer satisfaction.

A New Way To Submit Your Input

This year, you can use the phone to dial a 1-800 number to complete the survey. You can also complete the survey on-line and by paper.

Gallup's Q12 Is In SURVEY2001

The Gallup Organization, one of the leading pollsters, will administer this year's IRS/NTEU Employee Satisfaction Survey. Gallup has done extensive research on what makes a great workplace. Gallup talked to a million employees worldwide and hundreds of top performing managers at Fortune 500 companies. Gallup identified twelve key areas that explain why some workgroups have higher employee retention, higher customer satisfaction, and higher productivity than other workgroups. These twelve key areas are known as Gallup's "Q12." SURVEY2001 includes the Q12 items. Managers can use the data from the Q12 to target areas of improvement and to maximize workgroup performance.

A Second Survey to Study Corporate Climate

About 3 months after SURVEY2001 is completed, a second survey will be sent to a statistically valid random sample of

employees. This survey, the corporate climate survey, will focus on specific Business Unit issues and agency-wide policies. You will hear more on the IRS Corporate Climate Survey in future Servicewide communications.

Increased Management Accountability

The Senior leaders will give bi-monthly or quarterly updates to Commissioner Rossotti regarding their progress on addressing significant trends or issues that impact productivity and the quality of the work environment. In addition, executives and managers will include in their performance management plans, commitments on specific actions they will take to address employee satisfaction issues.

CONFIDENTIALITY ALWAYS A TOP PRIORITY AT THE IRS.

Maintaining employee confidentiality is and always has been a top priority at the IRS. In SURVEY2001, as in previous surveys, IRS honors strict privacy rules in survey administration and reporting of results.

The bottom line...

IRS management does not and will not have access to data that identifies specific employees and their individual responses.

For additional SURVEY2000 results, visit the Employee Satisfaction web site at <http://www.hq.irs.gov/EmployeeSatisfaction/index.htm>

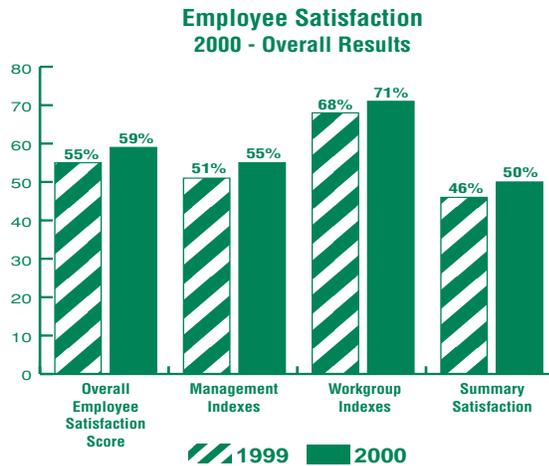
“We were thrilled with the results that we achieved in just one year. All areas on the survey improved for all employees, and we totally eliminated the trend of lower ratings by district African-American females.”

— Susan Magas,
Project Team Leader

“Finally, the survey was going to pay off. Finally, management is listening to employees.”

Marty Richardson, NTEU
Chapter 50 Vice-President
and task team member

WHAT EMPLOYEES SAID IN SURVEY2000



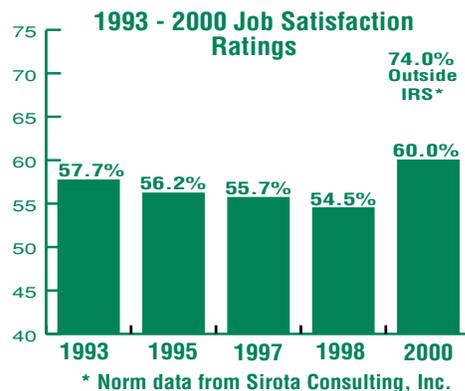
As shown in SURVEY2000 results, Employee Satisfaction is improving at the IRS. Most items increased from 1999, and some show significant gains of 5% or more. And, like last year, ratings of immediate managers continue to be very positive.

Employee Pride Is Up

Of the 81,694 employees who responded to SURVEY2000, 55% feel proud to work for IRS. Employee pride is up 5% from 1999, and as you might imagine, employees who feel proud tend to provide better quality service and products.

Overall Job Satisfaction Is Improving

The survey item on overall job satisfaction increased 5% from 1999, reversing a downward trend. Now, 60% of the employees feel satisfied or very satisfied with their overall job. Although the increase signals an upward trend, IRS employees' overall job satisfaction is still well below the average when compared with organizations outside of the IRS. In private and public sector organizations, 74% of employees feel satisfied or strongly satisfied about their jobs.



Management Effectiveness Still Below Norm

Employees continue to rate management effectiveness lower than employees in other organizations. Only 34% of the IRS employees believe that IRS is effectively managed and well run compared with 44% of employees in private sector and other public sector organizations.

Managers Are Getting Better Marks

This year, first-line managers are significantly more favorable about how their managers are taking steps to minimize work-related stress. About 58% of the first-line managers felt their manager was taking steps to minimize work-related stress. That's 5% more favorable than 1999. Also in 1999, IRS employees rated their immediate managers higher than employees from private sector and other public sector organizations. On the survey item, "Overall, the job done by your immediate manager," 77% of IRS employees felt their manager did a good or very good job compared with 64% of employees in organizations outside of IRS.

WHAT SOME OFFICES ARE DOING

Energized! That was the common theme for many IRS offices around the nation. In 2000, employees worked together to create a workplace that is supportive of providing the resources they need to deliver top quality products and services.

An IRS Executive's Journey Beyond Survey Results

During the 1999 Mid-Year Business Meeting, several executives volunteered to determine the real feelings behind the answers given in several employee satisfaction surveys. Ellie Cimaglia, then-Director, North-South Carolina District, volunteered to study trends. Across the nation, among all race, national origin, and gender groups, African-American females consistently gave lower ratings for manager/employee relations in the 1997 and 1999 Employee Satisfaction Surveys.

Through a series of focus group interviews within her district, the task team found that all employees, regardless of race, national origin, or gender, shared many of the same concerns surrounding managerial trust, feedback and communication, and advancement opportunities. The district task team developed and implemented actions that positively impacted virtually every employee in the district.

Did the actions work? The results are dramatic when the district's SURVEY2000 results are compared with its previous year's data. For example, the percentage of African-American females who agreed that "there is trust between me and my manager" increased from 48% to 58%. And overall job satisfaction for all district employees was 10% more favorable than last year.

The next step is to determine how this approach can be applied Servicewide.

Focus On Achievements

One division director held his meeting to find what the division did right to deliver top quality products and services. Dave Junkins, the former Information Resources Management Director explains,

"When the SURVEY2000 results came in, I saw... dramatic improvements in the double digits. I wanted to take this great feedback and find out what we did right."

When his management team listed positive actions that affected the Division of over 200 employees, it was clear that the management team's efforts to strengthen working relationships between themselves and with their employees resulted in dramatic improvements in employee satisfaction.

"Even though this is a Division with technical responsibilities, none of those actions listed were related to technical issues. It was all about managing people. If you treat people right, the programs will follow," observed Dave Junkins.

The Division Director's management team left the meeting with a very clear picture of what Employee Satisfaction is all about.

"It's about treating associates with respect. Treating them how we want to be treated ourselves. It's about continuing to do the right things." Gene Porter - Chief Administrative Management Office.

Partnership Helps Workgroups In Transition

Customer Service in Portland, Oregon, often finds it necessary to re-organize groups, with the degree of re-organization varying from year to year.

As a result, employees do not often have the opportunity to follow through on workgroup action plans developed in prior workgroups. IRS Customer Service Management and NTEU Chapter 40 realized this undermined the Employee Satisfaction Process and they agreed on a new process.

Now, employees take action plans from their old workgroups to their new workgroups. Items not already on the new group plan are automatically added, and the new group may reprioritize and update their action plan as necessary. Gary Brown, NTEU Chapter 40 President comments,

"This elevated issue was the single biggest barrier to Customer Service employee satisfaction. This is an excellent example of partnering in the new IRS."

Gloria Candanoza, Division Chief for the Portland Call Site, adds,

"Having action plans follow employees to new groups may seem like a simple solution but I assure you it is really a testament to a true partnership relationship with our local NTEU Chapter."

Management Support Fuels 100% Participation

Talk about everyone getting involved! All 200+ Accounting Branch employees at the Austin IRS Center took SURVEY2000. This 100% participation rate was fueled by visible management support—like managers offering their computers for employees to complete the survey online with privacy—and providing incentives to reach the participation goal.

Paula Bedford, Chief Account Services Section, explains the secret to their success:

"It's the kind of thing that motivates all of us. The old 'seeing is believing'. The branch has made personal appearances to touch bases with the status of all employees'... concerns and issues, as well as managers' through various partnership efforts."

"This truly was one of the more positive Employee Satisfaction meetings I've facilitated. It was clear that this office adopted a 'People First' attitude that permeated the entire Division."

— Harriet Tuxhorn,
Meeting Facilitator

"Everyone worked toward the goal and had great pride in the accomplishment."

— Dorothy Pistole -
NTEU TQO Coordinator,
Chapter 72

A Word from Commissioner Rossotti and Colleen Kelley

Over 81,000 employees voiced their opinions through SURVEY2000. The results from SURVEY2000, as well as your feedback from other forums, really have been important to us as we continue modernizing the IRS for both the taxpayers and for all of us who work here.

SURVEY2001 will be arriving in April. The Business Unit leaders will review their survey results to identify areas of strength and areas that require improvement. The SURVEY2001 results will be used to improve the work environment and the way products and services are delivered. This is your chance to share your ideas, opinions, and solutions for our agency. I hope you will continue to show your support by staying involved in the process.



Charles O. Rossotti

Charles O. Rossotti
Commissioner Internal Revenue



SURVEY2000 and previous employee satisfaction surveys have provided NTEU and the IRS with a wealth of data. Now NTEU and the IRS must work together to analyze that data and strategize the changes that will most positively impact employee satisfaction. NTEU and the IRS need to work together to do a better job of ensuring that issues raised at the group level are addressed and not left unanswered.

Colleen M. Kelley

Colleen M. Kelley
National President NTEU

The IRS Balanced Measurement System

Employee Satisfaction Process

Employees with the right tools, training, and support are in the best position to provide customers the information they need and the services they want. Employees and supervisors at all levels of the organization use the process of continuous communication to identify issues and appropriate actions to take for creating a productive work environment.



Customer Satisfaction
Provide accurate and professional service to internal and external customers in a courteous, timely manner

Business Results
Generate a productive quantity of work in a quality manner and provide outreach to all customers

Employee Satisfaction
Create an enabling environment for employees by providing quality leadership, adequate training, and effective support services